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ABSTRACT

In order to explain the international and comparative study fields with enough detail to command reader appreciation for the one world philosophy which they represent, it is necessary, with information taken from several occupational fields, to describe the new breed, the International Man. This man works and prospers because international trade and finance, science, education and government are expanding rapidly in many countries. He is the product of both a general increase in awareness of other countries' importance and of developing countries' growing awareness of their need for outside assistance. Their need is basic--the International Man's knowledge and ability are scarce locally, perhaps even non-existent. There is considerable literature on the business executive as International Man but very little on the government or service field executive or advisor in this role, and very little material on the International Man as a person. This paper will attempt to describe the character and personalities of the modern International Men observed in a dozen Asian and African countries. It is part of the international and comparative library science discussion, and some of the men and women described are librarians. (LI 004244 through 004255 and LI 004257 through 004267 are related.) (Author)

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THE INTERNATIONAL MAN

In order to explain the international and comparative study fields with enough detail to command reader appreciation for the one world philosophy which they represent, it is necessary, with information taken from several occupational fields, to describe the new breed, the International Man. This man works and prospers because international trade and finance, science, education and government are expanding rapidly in many countries. He is the product of both a general increase in awareness of other countries' importance and of the developing countries' developing awareness of their need for outside assistance. Their need is basic -- The International Man's knowledge and ability are scarce locally, perhaps even non-existant. His own craving for adventure, interest in opportunities to enjoy other cultures, and eagerness to grasp exotic Oriental and African challenges attract the International Man to international service. Each experience abroad contributes another chapter to his international success story.

There is considerable literature on the business executive as International Man but very little on the government or service field executive or advisor in this role, and very little material on the International Man as a person. This paper will attempt to describe the character and personalities of the modern International Men observed in a dozen Asian and African countries. Whether an Australian librarian, an American tire manufacturer, a German physician, an Egyptian UN administrator, or a Russian publisher's agent, he represents a new occupational hybrid, the global man of the future.

Not all persons living abroad qualify for the title, International Man. Large numbers of Americans live in Iran unhappily, for instance, having been dispatched here by the army. Other people have come to Iran voluntarily, but find their new homes and companions to be dirty and crude, suspicious and dishonest, so much so that they develop great impatience to depart. Adjusting to life without western food and clothes, central heating and color television, friends and supporters seems to defy them, and these forlorn creatures become condescending and homesick. Also excluded from the legion of International Men are most short termers and beginning professionals, like Peace Corps Volunteers, who can hardly be expected to acquire very much foreign savvy in a year or two abroad.

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The International Many may be a government, foundation, or corporate employee. If the former, he is an embassy staff member abroad on national cultural, commercial, military or political business, or he may share with many UN-affiliated consultants a more direct concern for the prosperity of his new home. If the latter, he is a manager, technical advisor or salesman who works outside the embassy-military complex and outside its obligations and privileges as well. The foundation representative is stationed here to assist local officials in developing educational, social or agricultural activities. If the International Man fits into none of these categories, then teaching or missionary work must be his bag. In every case, his sponsoring organization has strong international connections.

While the International Man is usually male, some women have joined this elite group, also. Career women, they share the International Man's distinctiveness, and can be found in every growing numbers. Whether man or woman, this leader settles in quickly, for instance, locating a private western language school for his children, though not necessarily one teaching in their mother tongue. Soon, too, a modern supermarket is located where good food is abundant. Usually, his wife will enjoy home cooking, supervising the servants' shopping and cleaning and helping the children with homwork and recreation.

There are many distinctivenesses about the International Man. One is his home -- his home is abroad. He is not a visitor in Beirut or Singapore -- he lives there. Nor is he an unhappy expatriate, but instead, lives abroad happily. He contrasts both with the professional man who works happily in his own country and with the compatriate who works unhappily abroad.

The International Man may live in any one of three hundred cities around the world, wherever his service is needed and a plane can fly him. He may live adequately on a local salary at which his countrymen would scoff, or at the other extreme, on an advisor's salary, he may live on a much more elegant scale than his own country allowed. Instinctively, he translates local prices in bhats, dinars, or rupees into dollars, pounds or francs.

The International Man is strongly loyal to the country of his birth, and probably retains original citizenship and mailing address there. Certainly, he is in no way a stateless person. His nationality is likely to be American, U. K., French, German or Russian, but it may be that of almost any country.

International Men include many representatives from the first and second worlds and a surprising number from the third world. Trying to identify him by speech is difficult, because his original accent and manner have been blurred by contact with many people and life in varied places.

The International Man enjoys occational visits to birth country friends but lets them become a pleasant memory when he leaves. When living abroad, he can divorce himself more successfully from its hang ups and biases and regard it with greater objectivity. Probably, he has no intimate ties there, though, in contrast, certain of his friends abroad may retain close connections and possess strong homing instincts. In fact, they may be frantic for airmail letters each day and eager for bits of news. Attachment to place is strong for them, weak for him.

Around the world, International Men come in a variety of styles and backgrounds. Many can play the boulevardier successfully in Paris while others relax at a favorite London dining club. The Asia and Africa of my acquaintance, however, seem to attract men by the simple and unsophisticated life of cities like Kabul and Delhi, with few cars and telephones available. Seemingly, the attraction of these cities is stronger for men of rural than of urban backgrounds.

Language is one of the International Man's special skills. Fluent in at least two languages, he has acquired a basic vocabulary plus a helpful phrase book in several others, all useful when traveling. However, his lingua franca is English, or perhaps French or German, in socialist countries certainly Russian, and some of the most successful International Men know that language only. For a native English, French, German or Russian speaker, the lingua franca comes easy, otherwise his native tongue -- perhaps Norwegian, Hebrew, Ordu, or Bulgarian -- may be used only en famille.

Two other language problems are sure to plague him. Probably he does not understand local speech in any of its dialects, and, unless it can be given much time and talent, he will never learn it well. Even worse, while failing to learn vernacular being speaken around him, to some extent he may forget his lingua franca mother tongue, also. Since little time is spent with foreign colleagues who speak his language fluently and, instead, working time is given entirely to local persons, in order to match theirs, he, too, uses a limited vocabulary. Consequently, after several years of expatriate life, his active mother tongue vocabulary shrinks.

Another distinctive characteristic is his travel. Most International Men enjoy travelling, like my American professor friends who spent a year visiting many provinces of the USSR. The International Man feels at home in many exotic places, and his geographic knowledge is extensive. A UN friend was born in one country, grew up in another, and travels on the passport of a third. A French veterinary friend has tried his accent in forty countries. An English agricultural equipment salesman of my acquaintance has the entire continent of Asia for his territory. However, some of the least successful advisors are great travellers, also, apparently that being their reason for coming, rather than a compulsion for accomplishment.

An adaptable traveller, the International Man can ride the Qazvin bus or the Jerusalem sheroot without discomfort or inconvenience, and takes an Aeroflot turbojet or a Tokyo-Osaka express train for its swift service. A confident plane traveller, whether of BOAC's 707s to London or of Ariana's DC6s to Khandahar, he knows the comfortable side of each plane and where to hang his coat. He recognizes airline stewardesses' costumes, from the modified pajamas of PIA, to the while blouses of the BOAC girls, the smart navy blue of Japan Air Lines, and the avant garde wardrobe of Braniff stewardesses. He may tell you that Sabena and American Airlines stewardesses are prettiest, but, also, that Iran Air stewardesses serve large oatmeal cookies just like grandmother used to make.

This man of tomorrow has learned the tricks of travelling light and is never seen with more than one suitcase. Well, almost never. When seen with five suitcases, he is moving the entire family to another post. In addition to a suitcase, he carries a passport with special pages for extra visas, a well stamped yellow health booklet, a wallet holding national and international credit cards, bilingual business cards, several small photos, and a few dollar bills acceptable anywhere, his international driver's license, and several dollar, pound or franc travellers' checks.

In his travels, the International Man has researched the best hotels and restaurants, their facilities, menus and wines. The result of this research leaves him well qualified to provide a selective guide service for many cities. Also, it leaves him with a full appreciation of many good second level establishments. He may prefer the Metropole to the Intercontinental in Karachi, for instance, or the Kent to the Grand Hotel in Ankara, all fine hotels.

His own taste in food and wine is eclectic, part of his cosmopolitanism, and he can digest almost anything. An insensitive stomach is one of his most valuable assets. Not that he doesn't occationally have Bangkok Bowels, Delhi Belly, Karachi Kramps, Singapore Slugh, or Tehran Tummy, but he is sure to have the correct antidote handy and to be able to enjoy highly spiced Dacca omlets, Tehran Armenian ham, and Russian caviar.

When completing his jet landing card, the International Man checks "tourist" but does not mean it. This traveller resents the implication of not being universally at home. He hates being called a tourist, carries no camera, does little shopping, and has seen few tourist traps. Further, when at home, the International Man does not live in the foreigners' ghetto, but instead, surrounds himself with local hosts. However, he will welcome a boat ride along the Bosphorus, a bus trip through the Kyber Pass, lunch at the harbor-side Alexandria Yacht Club, or a walk along the Dacca waterfront, each having a large measure of interest and beauty.

Certain critics have called the International Man a superior new breed, and in at least four ways, he can be called a man of the future, also. To begin with, his occupational activity has been modified to match the pace of changing societal and professional values. Perhaps more accurately, he has changed occupational roles from practitioner to advisor. Though resembling the Peace Corps Volunteer in serving others, instead of beginning a career, however, he is well educated midcareer consultant with competence long established. In fact, his foreign service may be due to that success and to an early reputation in his field. He is attempting to bring the expertize of the West to the aid of the East. An international service pioneer, his advisory knowledge will be needed increasingly as the developed nations expand their concern for the developing nations. He works in one of the newest branches of any occupational field, international relations, experimenting and learning on an exciting occupational frontier.

The International Man practices the global concept of life and enjoys the cultural activities and industrial products of many countries. For example, take a new acquaintance of mine, a Swedish testing engineer. His closest friends are Pakistanis and Iranians, he reads a German daily newspaper, vacations on the Southern Turkish coast, stops in London annually to purchase a new wardrobe, and visits Copenhagen for entertainment. The International Man drives a British Landrover or an American Jeep, a German VW or a French Geon; if he

has a chauffer, the car is larger. His toothpaste may be manufactured to a Swiss formula, his wife's perfume created in Hong Kong, his wallet hand-made of Afghan goat skin, his electric shaver an Italian model, his wife's scarf made in Damascus, and his son's sports equipment in Belgium. Further, his children attend school in Switzerland, his handwoven carpets are Turkish, and his next promotion is likely to require a smattering of Japanese. Most of his dinners both sides of the iron curtain. Whatever is available, useful, and enjoyable is taken from each culture. As a student of East-West relationships, he choses the best from both worlds to heighten his enjoyment of life. His standard is the item's quality and interest, not its national origin.

Third, in spite of living in a developing country, the International Man keeps well informed about world events. Through a self training course in new ideas, including conversations with foreign and local colleagues, he learns the trends currently affecting his field of specialization. The Paris Herald Tribune and perhaps the airmail Manchester Guardian are on his reading list, as well as several professional and recreational periodicals and an occasional book. The International Man reads the news from all continents, either with the understanding of one who has been there, or else with the anticipation of one who may soon be working or vacationing there. No country is foreign, or strange, to him. He has developed some appreciation for neighboring Asian and African cultures because he has read and discussed them extensively with friends and neighbors. Through reading, short wave radio, American and British armed forces radio and television, and the occasional visiting countrymen, he may be better informed about other nations' activities than many people who live there.

Last, at some sacrifice, probably the International Man has travelled from the affluent and well informed West to make his home in an ancient and fast-changing Asian or African nation. While his position carries some prestige and brings him face to face with many local leaders, he considers himself more nearly a missionary. He has changed the locale of his practice, and has substituted technical improvement for power enhancement or spiritual persuasion goals.

Adaptability must be an important attribute of the International Man. Immediately grasping the good life locally, he adapts quickly to another culture and enjoys its distinctiveness, no matter how different from that of his last post. While finding some aspects of local living and culture inferior to those

in more advanced countries, or else there would be no call for his services, nevertheless, he is enthusiastic about it. In India, for instance, he may enjoy the lovely textiles, the gentle women, and the workings of South Asian democracy. Also, he may do business with all types of men, from the tribal khan selling off the winter rug supply to the Oxonian prime minister speaking at his luncheon club. Conducting some of his business through an interpreter is a familiar routine.

Another aspect of his poise and blandness is the International Man's lack of strong political and ethical ideas. In fact, he finds strong feelings of any kind likely to be inhibiting and obsolete. A likeable personality and a ready sense of humour are much more valuable. He makes friends easily and knows the eloquence of a smile when local speech is baffling. Excellent manners are vital to avoid any possible offense to sensitive people. Skillful at working through Africans and Asians, he enjoys his colleagues, even those from hostile countries.

The International Man starts a new position by asking co-workers how it can be improved. Upon arrival in a developing country, his primary obligation is to push ahead its development, to speed up its modernization, particularly in his own field. Success can be gauged by the extent to which he contributes significantly to its progress. To push ahead in all areas of his field is probably impossible, but to push ahead in one or two of them is essential. With sufficient skill and good fortune, he will succeed in moving his profession forward appreciably.

Success will not be achieved without solving several plaguing problems, however. One of the International Man's first problems is the nature of his invitation. Often, he arrives abroad without an invitation from the persons with whom he will be working directly. Certainly an invitation was extended, but in many cases, by a high ranking official who merely signed a request for assistance without expecting to meet the man sent to provide it. In other cases, the invitation came from a project supervisor, who, meanwhile was transferred elsewhere, or perhaps it came from an official in his own country. In such situations, he has learned to move slowly. His co-workers feel little responsibility for him, and some may be jealous of his status and salary. Constantly, he teaches them new ideas, teaches them the thinking behind each step. The International Man moves forward as rapidly as his local colleagues permit,

as rapidly as their education progresses. Usually, he succeeds in motivating and educating these co-workers to take the initiative in developing the project they share with him.

Improvisation is a hallmark of the International Man, especially when he is on the job. Western ideas of systems approaches, teamwork, and efficiency dominate his thinking, but he realizes that flexibility, tolerance, friendliness and good contacts will be more useful. He cannot plan and organize foreign tasks as carefully as tasks in a more familiar country. Tactics are more important than strategy here. Local co-workers are unfamiliar with planning principles, and much of the data needed is unavailable. Further, executives in other offices will often work by inspiration or opportunism, yet cooperation with them will be important. Ability to chose, coach, and influence staff members is needed, and human sensitivity is vital. He must be graceful with compliments, sparing with suggestions, and very seldom criticize. The International Man must be skillful at "seat of the pants" administration, at thinking quickly, comprehensively, and at the same time, logically. For instance, the government minister may request a report by tomorrow morning, so it must be thought out, written, revised, typed and completed quickly.

The International Man must adjust to an occupational life which sometimes seems outdated, odd, or even unpleasant, e. g., the pin used instead of paper clip, and the fear among people. However, he soon realizes that each day brings as well the modernity of the latest model Philips dictating machine at his elbow and this season's Paris fashion worn by his secretary.

Obviously, the International Man must be versatile. He must deal with problems in all areas of his field, yet no specialists are available locally to advise. Communication with western professional idea development is sure to be incomplete, even though certain professional idea development is sure to be incomplete, even though certain professional material is available. Superior at headquarters, capable though they may be, neither understand his problems nor the difficulties under which he works, and detailed reports of headquarters developments may be impossible to obtain. Nor does an organization library exist to back up his memory. In an earlier life, he may have been considered a specialist, yet abroad, the nationals consider him a generalist, or even a universalist, well qualified in all areas. And so he must be. The Fulbright librarians in Iran are expected to advise on everything from railroad library quarters and processing centre personnel to public library laws and

adolescent literature. And they do. Though it may be very difficult to carry off, the International Man must be resourceful enough to avoid or overcome most of his local problems.

Usually, the international executive prefers to work through a capable local counterpart. He expects to develop at least one subordinate capable of replacing him, capable of maintaining the quality of his decisions and the vigor of his actions. A few years at the organization headquarters or at a larger branch will enrich the experience of such a lieutenant. Of course, there is seldom any urgency about making the replacement, however, in some cases several foreigners filling the position before the local executive does.

Often, the third country executive, who represents neither the organization's headquarters country nor the local country, is more successful than the American or German from heaquarters or the untrained local executive. Skill in understanding and responding to developing country ways may be his strong point, particularly if he, too, is of developing country origin.

The International Man avoids pressing his own national view, product or idea and instead, choses the answer best solving the problem locally. Of course, the two answers may often be the same. He adapts easily to low productivity and honesty standards, empathy with local mores being essential. Obviously, patience is required in a slow moving world. The International Man knows his role to be one of guidance, not direction, advice not orders, suggestions not instructions. In many situations, however, persuasiveness will be important and even tactful aggressiveness may be needed.

Of course, avoidance of the neo-colonist's approach must be on the International Man's mind constantly. His ideal is service, but his obligation requires counteracting western money and gunds, also. Is he subtly peddling political or religious views along with his suggestions and advice? If so, this approach is sure to arouse local nationalists. He should be a social catalyst rather than an activist, an agent for economic and social improvement. The International Man champions constructive world change and cultural development everywhere.

In every position that he fills, the International Man faces the effects of Asian and African nationalism. In fact, some nationalists seek his ouster

so they can profit personally. The rabid nationalist and the International Man compete, one offering partially informed local leadership, the other offering better informed foreign leadership. The International Man must assist his host country in curbing the selfish ambitions of local nationalists. This activity may place him in a perplexing situation, however, and permitting local nationalism to run its course may be the wisest policy. To push in one way or another will require influencing one local person against another, always unwise and regrettable. Sometimes the competing nationalist is capable and well informed, and in other cases, criticism of the neo-colonists may be justified, though usually it is mitigated by their multinational origins.

In part, the International Man's success depends upon the thoroughness of his adjustment to the nation's language, cultural, social, and economic characteristics as well as his genuine enjoyment of the assignment. Often, he has been prepared by special orientation and training, intellectually and emotionally, professionally and socially, for life in this country. While such an introduction is helpful, much more is required to produce a major contribution to local progress. Certain organizations report less than half of the executives successful at their headquarters to be successful abroad, also. Consequently, one of the International Man's rewards is the knowledge that he has succeeded in a comparatively difficult situation. Certainly, he must possess characteristics not shared by most of his colleagues at headquarters. He has brought modern western ideas to Asia and Africa, where they are in demand but are poorly understood, and he has chosen and trained a local team to use them in achieving success in its own culture. In so doing, he has achieved the goal of making a major constribution to his temporarily adopted country. No more can be asked of the International Man. No more can be asked of any man of the future.

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